

POINT MAN 101

Introduction

Much is asked of a Point Man. Your immediate objective is to bring Trail Life USA to your community—creating interest through media, churches, and personal contacts. Once approved as a Point Man, you will be Trail Life USA's *official* volunteer representative, the point of contact for your Area. Simply put, you are, at least initially, the coordinator for all Trail Life USA activities in your designated geographical area of responsibility. But soon you will discover that **YOU CANNOT DO IT ALL**...and were never meant to!

Developing an Area Team comprised of talented people will guarantee future success. This Area Team will guide and support all Troops in your geographic location. A Point Man **must** be a “multiplier”—a recruiter of qualified people (see 2 Timothy 2:2). People who you bring aboard to serve on your various Committees (described later in this document) will: help the Troops get started; provide “quality assurance”; train and mentor Troop leaders; coordinate large multiple-Troop activities, etc. *Your “Point Man” responsibilities will soon be delegated to many others, allowing you to transition into the role of Area Chairman.* As you start to delegate duties to capable men and women, they will carry them out with greater focus than one “do it all myself” Point Man ever could! Examples of great delegators in the Bible include Moses (Exodus 18, after he learned the hard way); and Jesus, as He trained and sent out disciples to change the world. *How to successfully build your team is explained, step-by-step, in the [Selecting and Recruiting Volunteers](#) (written and video) resources found at [JoinTheTrail.com](#) on the FORTIFY page.*

Here is the formal [Position Description of a Point Man](#).

Other basic resources a Point Man needs are as follows:

- [Area Trail Tracks](#) is a self-evaluation tool that every Area Team should go through to find out how you are doing...thriving, striving...or just surviving?
- [Area Fast Start Training](#) will quickly get you up to speed in your terminology and connect you to various resources.
- Find many other helpful documents to get you started at [JoinTheTrail.com](#) on the FORTIFY page.
- I pay special attention to the documents called [Levels of Support](#) and [Troop Support Structure and Leadership](#). We must train all Trail Life members to use this process!

Here are some prioritized steps you should take to get started as a new Point Man:

1. Define your Area.

Talk to your Regional Team Leader about what geographical Area it would make sense for you to cover. Additionally, contact Point Men in Areas surrounding yours; check to see if defined Areas already exist to the north, south, east and west of you—if so, your boundaries may already be defined. Troops may be spread apart geographically—beyond your immediate town or county. At first (while Areas are being established), you may cover other places that are far away (for example, a current Idaho Point Man is also serving other states in the great plains until we can get Point Men in place). Talk to your neighboring Point Men and seek concurrence on who will cover which area. This is especially important as you receive regular updates of families interested in joining—making sure

that none of them “fall through the cracks”. Just as Jesus called the 70 to go forth beyond Galilee, don’t be afraid to reach out to communities that don’t have Trail Life USA Troops yet. Start by strategizing where the major cities, towns and churches in your assigned Area are, and begin getting the word out.

2. **Recruit** your Area Team. No Point Man—no matter how talented—can, or should, try to do everything. Your goal is to multiply your efforts by adding others to do what you can't—and shouldn't—do alone. Let others share in the blessing! But where do you find these volunteers? DON'T ask Troopmasters (or any leaders of existing Troops)—they are going to have other important things to do, like discipling young men! Instead, seek out Christian community leaders—many whom you may already know—to help expand Trail Life USA and provide vital support to Troops in the area. A video resource called [Selecting and Recruiting Volunteers](#) has been created to help you. A quick one-page summary called [10 Steps to Successful Selecting and Recruiting](#) will guide you through the process. Follow those steps, and you'll rarely get a “no”. Reach out to veterans of BSA, especially those with grown kids; they may not want lead a local Troop, but will help you organize behind the scenes. Recent retirees make excellent volunteers. Make a speech at a civic club (Rotary, Kiwanis, Lions, etc.) in each town—many people who hear about Trail Life USA will want to get involved! Did you consider your extended family, co-workers, a club you are in, your adult Sunday School class, or small group? Check out [Circles of Influence](#) for more ideas.

The first two people you will need on your team are a [New Troop Organizer](#) and a [Direct Service Advisor](#). Together, you make up the [Power Team 3](#). This is so important, because the NTO will continue to grow this ministry, while the DSA will coach and mentor all the Troops that get started. This frees you up to recruit the rest of your Area Team!

The next person to get on board is your **Membership Chair**. He, like all the Chairman you will recruit, must also be a “multiplier”. He will recruit his own team (the Membership Committee). Their primary responsibility at first will be establishing new Troops. [Sorry if this seems confusing. A New Troop Organizer will actually be part of the Membership Committee; you just needed one on board to keep the momentum going as you put the rest of your Team in place.] They will be following up on leads that others e-mail to them, and seeking out prospective chartering organizations (usually churches). *New Troop Organizers* will be important members of the Membership Committee, as they will make presentations to these organizations, especially at churches that already have an American Heritage Girls Troop. New Troop Organizers will personally help those churches during the chartering process. The Membership Committee needs to start building a spreadsheet to track who (churches or individual families) has asked for information, who has been contacted, and who the key players are in chartering each new Troop. All Membership Committee volunteers need to register (and then explore) the Leader Pages, and then spend some time in the training module to learn how to charter a new Troop. They will coordinate *Join The Trail* (individual youth recruitment) each fall, making sure Troops are prepared to welcome in new families. The Membership Committee will also focus on *retention*—keeping the Troops and families excited and involved through many proven-effective methods.

The next person to recruit is your **Area Service Team Chairman**. Once Troops are chartered—even before they recruit the program-level leaders and welcome in joining families—the Service Team Chairman and the many Direct Service Advisors (DSAs) he will recruit to form his team become the ones to help get Troop programs up and running. Bringing on an experienced former BSA Commissioner would be excellent—he'll know just what to do! Direct Service Advisors (formerly called Troop Commissioners) will coach/mentor, on average, 3 Troops. They should start by studying our [online program resources](#), and also read through the website's extensive [Frequently Asked Questions](#), to be prepared to help new Troops start implementing the program as soon as they charter. For a much more detailed tutorial on Direct Service to Troops, see [BASICS OF DIRECT SERVICE: Jump Start Training for Direct Service Advisors](#).

Next, add other key people to your Area team. Recruit your **PR/Marketing Chair**. His role will be to *establish communications*—internally with local Troops, and externally, with the larger community. An easy start will be to set

up a Facebook page to coordinate Area activities, and create an Area calendar (Troop leaders will use this information regularly, and it should be sent to only registered TLUSA members). He'll also want to set up a public Area website to advertise local happenings, provide a link to the Home Office website, and create a "buzz" about TLUSA. He can use a variety of web design programs and webhosting services. It's important to work within Trail Life USA's branding guidelines to ensure the proper use and protection of our designs and marks.

Recruiting your **Program Support Chair** comes next. He (or she) will put together and oversee the largest group of volunteers on the Area Team. They will be organized into specific Program subcommittees: Troops will need advice on **Advancement**, especially in transferring ranks from BSA. Experts are needed in **Camping** and also **Activities** to help Troops plan quality outings; and, even more urgently, leader **Training**. Although "Child Safety/Youth Protection" will and "Fast Start" leader trainings are available, local trainers play a vital role in helping your Troop leaders master registration software, run day-to-day Troop operations, master outdoor skills, and plan their program year. Trainers all over the country are staging *EQUIP* training events; more dates and locations will continually be added.

Once you've got this first wave of key people on board, you are well on the way toward building a successful Area Team! There are other positions you'll need to add as well. Find them all listed in detail in Area Position Descriptions (available for download in the CULTIVATE section of the [JoinTheTrail.com](https://www.jointhetrail.com) FORTIFY page. All of the helpful tools mentioned above are just a click away—waiting to assist you. ***This is a challenging task. But God has given you the needed skills for this mission. So get started!***

3. Organize your Area Team, and start meeting. Create an understanding of how you will operate. A great place to start is establishing a set of guidelines—describing how your Area team will work with the Troops, who is responsible for what, how often you will meet, etc. See the very end of this document for *how* to do this.

Review these rules for operating, involving your Area team members. Then seek the concurrence from any existing Troops by inviting TMLs to join your team. While we don't ask Troop leaders to be on the Area Committee, there is one exception: the Troop Ministry Liaison (TML). Your Area Team is the service arm of Trail Life USA, and you are supplying help, but the best way to be accepted as an outside "authority" is to get the buy-in of the "Troop owners"—the Charter Organizations, represented by the TMLs. Annually nominate your Area Team as a slate of proposed officers and invite all TMLs (whether or not they hold official roles on the Area Team) to "affirm" these leaders. This will result in true teamwork!

4. Set up the infrastructure needed to support your Area. Ensure service to Troops is delegated to qualified, valued volunteers. Owning those roles and creating a "virtual workspace" is essential.
 - a) Set up a unique Trail Life USA email address that you (or your eventual replacement) can use. [AVOID USING YOUR PERSONAL EMAIL. When the time comes for you to move to a different role, then you'll need to shift all your communications to the new Point Man—so a generic gmail address is better]. See link for Point Men to request a TrailLifeUSATeam address in the Point Man Pages.
 - b) Branded business card formats and email footers will be supplied by Trail Life USA Home Office. See link for Point Men to request these in the Point Man Pages.
 - c) Set up a mechanism for file-sharing among your Area team—a secure place to store forms, meeting minutes, etc.—possibly Google Drive, Drop Box, or another storage site. This needs to be held secure and not shared widely, but your Area Team members (those registered as RA-NTs—Registered Adults Non-Troop) will need to have access. Even if you keep a copy on your PC, store all your essential information on the shared site and regularly update it. *If this sounds difficult, don't worry—there's no need to do this yourself. There are many young people near you who are adept at using computers if you are not!*

- d) Start gathering names. A simple way to do this is to establish an Area-wide contact list—people who are members of the Area Team, and any prospective Area members you meet. Include phone numbers, email addresses, and where they are from. Below is a simple example, but just create whatever works for you.

Town	Name	Email	Phone	Former BSA?	Church Affiliation	Involved in a Troop?	Interest in Area Service?
North Bend	Jack Perch	Perch@noemail.com	800-555-1212	Yes—District Commissioner	Peace Lutheran (LCMS)—will be TML	Yes—but transitioning out of leader role in Feb	Maybe—call in March

- e) At the same time, start tracking your Area’s Troops as they pre-charter and then fully Charter. You will probably hear of Troops interested in forming (send in your New Troop Organizers!) *before* they pre-charter with the Home Office. You’ll get a lot of this info via the Troop Locator contacts—but this is a handier way for you to reference it all—and it puts the responsibility to know what’s going on in your Area squarely on your shoulders!

5. Start communicating

Not everyone knows about Trail Life yet. So you need to spread the word!

- a) Work with your PR/Marketing subcommittee Chair to set up an Area Web site—there are lots of tools that will help you set up great websites.
- b) Set up Area Facebook *page* (public) and a Facebook *group* (private); the first is for recruiting, while the second is for sharing data internally—with all your Troops, once they are chartered.
- c) Make regular announcements and news updates on these pages—frequent changes of content keep people coming back. More about this below.
- d) Communicate every important message by at least *two* paths: email AND Facebook or Facebook AND Website. Not everyone checks messages the same way.
- e) Stay current by attending monthly Point Man and Area Team member (only) webinars—these are hosted by your Regional Team Leader, and quarterly they will be led by the Home Office; look for invitation/link to join).

6. Keep on communicating

Start sending out regular notes to your Area Team, unit leaders, and prospects, and interested parties. This can be a simple newsletter that your PR/Marketing Chair can do for you. Communicate OFTEN. A once a week email to everyone in your Area with some small note is worthwhile. [Use *BCC* when sending group emails to prevent “email storms”. Unless you are brainstorming something specific, inviting others to *Reply All* is never a good idea.]

Respond rapidly when communications come back. Follow up to make sure that EVERY communication from prospective new Troops are responded to (by a New Troop Organizer), and inquiring families are put in touch with existing Troops (by a DSA).

7. Reach Out to potential Charter Organizations

Have the Membership Committee start building a “hit list”...comprised of the largest churches in your Area, multi-church organizations (e.g., denominational umbrella groups), and other Christian orgs (such as most homeschool associations).

Start with the list of AHG partner churches—they already have a similar Troop for girls, and most of those girls have brothers! These churches and families have already shown they want our program—these are “low-hanging fruit”! A New Troop Organizer needs to open that door!

8. Introduce Trail Life to the community-at-large

A member of your Area Team should take part in existing local gatherings—community fairs, homeschool meetings, regional ministry conferences. Ask your Membership PR/Marketing subcommittees to come up with a prioritized plan to approach and attend some of these.

9. Meet with the Area members you have involved

There are two types of Area monthly meetings that serve very different purposes. They are held at separate times, involve different people, and both are necessary as a part of a healthy Area.

Start by establishing monthly Area Team meetings, where you meet with everyone on your Area Team *in person*. All subcommittee members, not just the Chairs, should attend. There is great benefit to be discovered in group dynamics. Rotate your meeting places so everyone can join in.

At the same time, use the virtual meeting technologies to bring in those who can't travel that night. There are lots of options for doing this: Skype, GoToMeeting, WEBEX, AnyMeeting.com, StartMeeting.com. Most have free trials, so you can see what fits best. Some cost more than others, but if you can make use of these technologies, it will be worthwhile. *Your Regional Team Leader may have a GoToMeeting link you can use.*

Have your Area Service Team Chairman (who leads a team of Direct Service Advisors) host a monthly meeting for Troop leaders—*Trail Gatherings*, which are similar to BSA's "Roundtables"—include topics of interest to discuss. And if you are able to attend personally, add a "Point Man report" so everyone gets insight into what's going on beyond their local Troop. Every Troop should be represented at this continuing leader training event—and it's the Direct Service Advisors who should get them there.

[Monthly Meetings of an Area](#) is a document resource that addresses these meetings in detail and provides a schedule example for each one.

10. Get to know the full Trail Life USA program. Check the website for training videos and updates. Once you register as an adult member, a library of program documents is available to you for review electronically in the Leader Pages and at [TrailLifeConnect.com](#).

11. True Leadership. The Area Chairman (Point Man) role is truly that of servant-leader, with our perfect example being Jesus Christ. Anyone who wants to lead must first learn to serve. It can be a thankless

job—bringing with it many frustrations. It requires a dedicated self-starter, who takes a simple challenge and does the complex work required to make it happen without the constant motivation and direction of Home Office staff.

Some Point Men will undoubtedly discover that they don't fit the Area Chairman role. There is no dishonor in recognizing that your skill set can be more effectively used in another position; in fact, that type of self-discovery is a sign of maturity. Other Point Men may step down as they come to understand that the expectation for performance is on *them*, not on the Home Office staff.

Likewise, others will step up to the challenge. A Point Man must OWN the job—he is the "field expert"—a local extension of the national board and staff. As potential Point Men come to understand the expectations, they will know intuitively whether they belong in that role or not.

One final point: There is no "us vs. them" in Trail Life (Direct Contact leaders on the Troop level vs. Area volunteers or Home Office staff)—we are all "us"—all in this together. Like members of the Body of Christ (see 1 TMLinthians chapter 12), we have different roles, but all are vitally important. There is no room for negativism. Human conflict is inevitable; that's why we need joyful, positive Christians, living by the Spirit (Galatians 5:22-23) to make this work!

POINT MAN CHARACTERISTICS AND REQUIREMENTS

Qualified volunteer leadership is required at all levels of the program. In many respects, the Troop leaders who deliver the program directly—discipling young Trailmen—have the most rewarding leadership roles.

Area volunteer leadership roles can be very demanding—while lacking the direct weekly reward that Troop leaders experience as they deliver the program. It is important that Area leaders are prepared for the sometimes thankless demands that will be placed on them, especially during Trail Life USA's early years.

Point Men must be adult members (at least 21) of Trail Life USA, affirm and continuously abide by the Christian Statement of Faith and Values, be approved by pastoral recommendation, and have the requisite skills and experience to function effectively in this role.

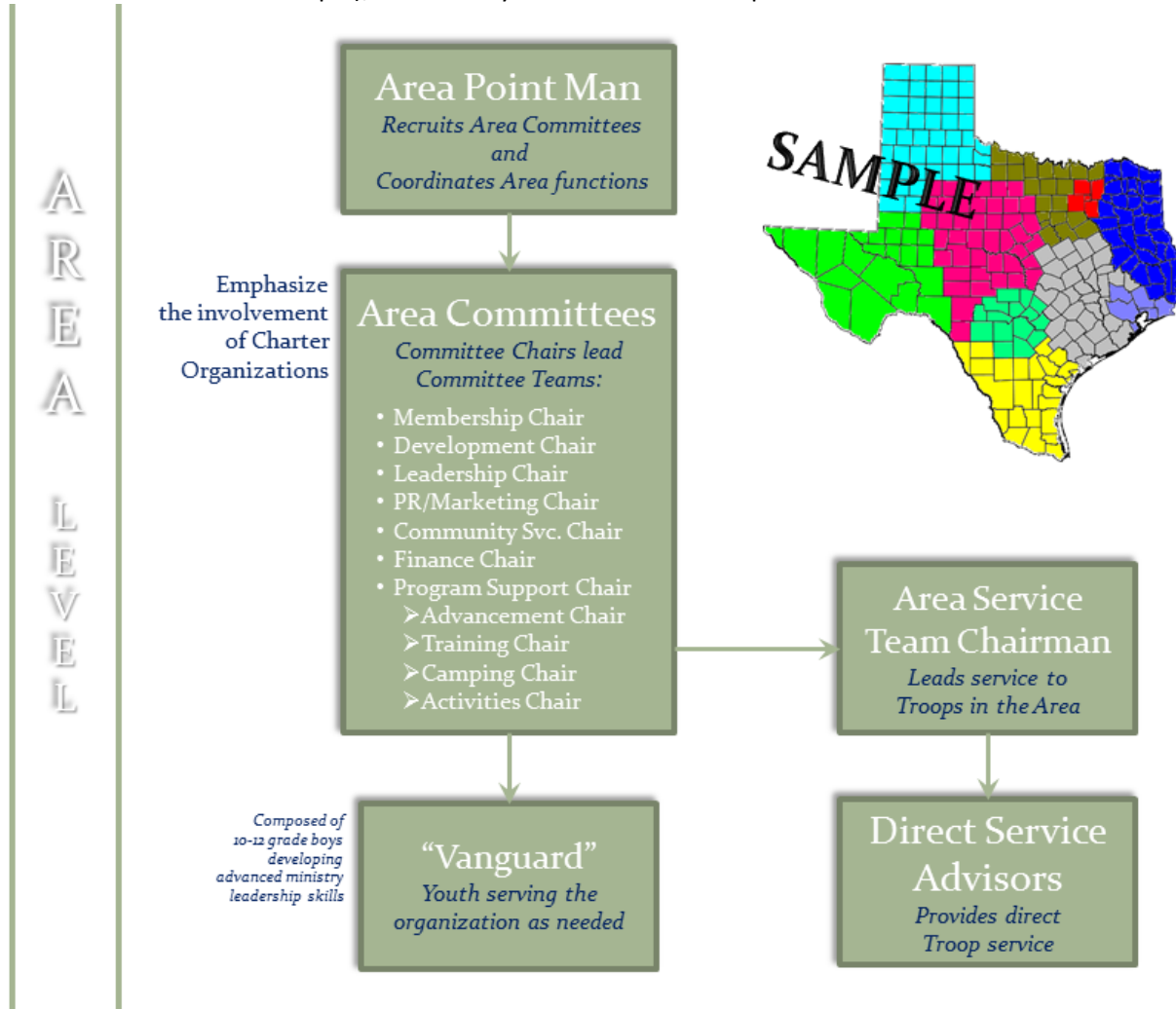
Here are the Point Man's "Top 10" considerations:

1. **Your family comes first!** You must have your house in order to devote the time and energy required of an Area leadership role, continuing to take care of your own husband/father responsibilities, for which God has empowered you. If you fail your own wife or son or daughter, what have you accomplished? (1 Timothy 3:4-5)
2. **Your aptitude for a role as a Point Man:** Know your strengths and limitations. Just like in a Troop, a man who enjoys relating to the boys and sharing adventures knows that he belongs on the program delivery side. A person who instead focuses on administrative support is better positioned on one of the Area committee roles. It is important not to try to fit a square peg in a round hole, especially if that peg is you! *Not all great leaders will make great Point Men!*
3. **Economic stability and stewardship:** A Point Man should have his financial house in order. Unlike a Troop leader who is "on-stage" typically once per week at the Troop meeting, a Point Man is always potentially in the forefront. He must provide assistance, counsel, and solid leadership to his team. This is difficult to do effectively if he is worried about how he is going to pay the rent each month. He must also be above reproach in handling finances, never "mixing" personal and Trail Life funds.
4. **Your time availability:** Let's not kid each other with the old "Just One Hour a Week" slogan. An effective Point Man will spend many hours per week—sometimes including evenings and weekends—building his team, overseeing meetings, conveying information, and promoting Trail Life USA.
5. **Are you a self-starter?** How much direction do you need to put a plan in motion? Not everyone is equipped to step into this type of a role and be successful. Let's say you're asked to start with nothing, go forth with little support or direction, and construct a functional volunteer team that grows into an effective Area operation—supporting, over time, 20+ Troops and 1,000 youth members. Are you up to that type of challenge?
6. **It is an administrative role:** A Point Man must have administrative skills; be an expert at recruiting the right people, challenging them to excel at specific tasks, and then tracking and following up on these tasks. Details cannot slip through the cracks. You must manage the performance and task completion of multiple Committees that you oversee. If you don't like to write things down, you won't be effective. Written communication skills are a must, as well as excellent verbal communications.
7. **It's a relational role:** You must be an effective collaborator, relating to many types of people effectively and cheerfully. Women, as well as men, can fill all Area roles. You must relate well to both men and women in a professional manner. You must have the ability to shed negativity the way a duck sheds water. If you are impatient or a poor listener, you will be frustrated by this job. If you get angry easily, you will fail. If you are inflexible, no one will follow you. If you sound like a boss, people will quit.

8. **Motivator:** You will need that certain intangible quality that makes people want to follow you, and motivates them to want to perform. If you haven't already experienced that people naturally follow your lead, then another Area position may be more appropriate. Everyone has specific gifts that fit certain roles well—you can't make yourself become a dynamic leader on demand. You will know (usually by the affirmation of others) if you are gifted for a job like this.
9. **Your spiritual walk:** We are a Christ-centered organization that lifts up the name of Jesus! If you can't picture yourself standing in front of everyone you know while talking about Jesus as your Lord, then you shouldn't be out front as a Point Man. You should have a strong prayer life, studying your Bible and putting on the full armor of God (Ephesians 6:10-18) each morning. You should be a solid Christian example in your character and morality. You should not be overcome by sin issues in your life. You should not be sexually involved with anyone except your spouse, in a consecrated marriage—one husband and one wife under God.
10. **Are you a servant?** This is the toughest part. A Point Man is technically not a leader. With all his skills, he actually is a servant! His duty is to provide selfless service, developing and empowering others in his local geographical area. He faces many demands...from the Troops, from Area team members, and expectations his Regional Team Leader and the Trail Life Home Office...often serving thanklessly (even unnoticed) while allowing local Troop leaders to enjoy the benefits of an established and well-formulated program.

TEAM-BUILDING

A Point Man is responsible for building and maintaining an Area Committee that provides the required locally-delivered services to local Troops on behalf of Trail Life USA. Here is a visual chart to help you envision the Area structure (with colorful TX Areas shown as an example), followed by advanced action steps:



1. **Provide direct Troop services as needed:** Many services to Troops require “boots-on-the-ground” resources at the local level. Area volunteers may need to meet with potential Charter Organizations in person to answer questions or solve problems. Area Team members have access to brochures and signage for special events (such as statewide denominational conventions or home school conventions), which Troops may need to borrow. Many frequently asked questions can be answered by the local Point Man and his staff of Area volunteers (individually-gifted subject matter experts at their particular roles).

Direct Service Advisors bring a vast resource of leadership knowledge to assist Troops as they start-up and operate their outreach program to youth. Direct Service Advisors will often attend Troop events for those they represent (even Troop meetings, committee meetings, and other events as needed to assist with program delivery). If the Direct Service Advisor doesn’t have the answer to a problem, he knows where to find it—within the expertise of the Area Team!

As we work to maintain a lean staff structure, local Point Men become an important “first and last line of defense” in dealing with problems that can be fixed locally with good leadership. This is explained in [Levels of Troop Support](#).

2. **Provide adult and youth training opportunities using Trail Life USA Equip training modules:** While basic orientation can be completed online, some training modules are more conducive to in-person training. Area Training Chair’s team of volunteers should conduct in-person training (known as *Equip* for adult leaders and *EquipYouth* for youth leaders) at least annually in their Area.
3. **Plan and execute at least one Area-wide activity each fall and spring, preferably overnight camping events:** This is your opportunity to develop relationships with Troop-level adults all over your area. Plus it is an opportunity to publicly show the community (and media) a Trail Life USA program that brings excitement to the next level!
4. **Provide monthly online Point Man Area Reports:** To keep your team focused on priorities, use the online itemized report form detailing the progress of your Area team. This should be seen as a way of summarizing progress, not adding a level of “bureaucratic paperwork”. It will be helpful to you, and can be completed in just a few minutes at your monthly Area Committee meeting.

Click on the appropriate link below to review and/or complete the Monthly Area Report Form:

Northeast Region Report [Link](#)

Midwest Region Report [Link](#)

Mountain West Region Report [Link](#)

Pacific West Region Report [Link](#)

Southeast Region Report [Link](#)

Southwest Region Report [Link](#)

5. **Rely on your Regional Team Leader as a mentor.** All Regions have a Team Leader resource. They volunteer to support, encourage, and mentor all Point Men in their section of the country.

Northeast (NE): CT, DE, DC, MA, MD, ME, NH, NJ, NY, PA, RI, VT

Keith Wawrzyniak TeamLeaderNE@TLUSARegions.com

Midwest (MW): IA, IL, IN, KY, KS, MI, MN, MO, ND, NE, OH, SD, WI, WV

Kent Marks TeamLeaderMW@TLUSARegions.com

Mountain West (MT): AZ, CO, ID, MT, NM, UT, WY

John Falk TeamLeaderMT@TLUSARegions.com

Pacific West (PW): AK, CA, HI, NV, OR, WA

John Hearing TeamLeaderPW@TLUSARegions.com

Southeast (SE): AL, FL, GA, MS, NC, SC, TN, VA

Larry Wagner TeamLeaderSE@TLUSARegions.com

Southwest (SW): AR, LA, OK, TX

Ron Orr TeamLeaderSW@TLUSARegions.com

WHAT ELSE?

Point Men get “perks” as well! You will guide the future of Trail Life USA! You will: be asked for input and advice from the Home Office (“best practices” come from the field); receive occasional discounts from Trail Life’s online Store; and get newly-released program info and Home Office communications before the Troops do. You will see the most information available via the Point Man Pages, and the Point Man private group on Facebook. You will receive communications from, and communicate with, Home Office field support staff (Carolyn Culbertson, Rob Green, etc.), whereas Troops will communicate only with you and your Area Team. Your Area Team *is* the field support—the backbone of Trail Life USA’s support structure!

COMMON QUESTION: How should a Trail Life USA Area “officially” organize? What authority does it have? Should it be inTMLporated as a 501(c) 3? Can it do fundraising? Should it have Bylaws? What about liability coverage?

A Trail Life USA (“TLUSA”) “Area” is loosely defined as a geographical region in which Area volunteers provide needed support for local Troops. An Area is generally the size of one or more BSA councils, and will be larger in rural regions and states with less TLUSA participation. Our goal is to establish approximately 300 Area Teams, small enough (driving distance) where Area volunteers can meet in person.

The Point Man serves as the volunteer administrator overseeing the Area Team of volunteers, some of whom serve on Area Committees, while others provide direct service (coaching/mentoring) to the local Troops. Point Men work under the guidance of Regional volunteer leadership, who in turn are assisted by TLUSA Home Office (Field Operations staff). Some Point Men have questioned whether Area Teams should be established as formal legal entities. *Area Teams are permitted, but not required, to organize legally as they see fit—given their specific concerns, objectives, geography, and unique circumstances.* Area Teams must follow these parameters, guidelines, and requirements:

1. Where it makes sense, an Area Team can extend beyond a State boundary (particularly in situations where there are a small number of TLUSA Troops in a state). TLUSA Board/staff shall have the sole discretion to approve the number and location of Area Teams.
2. For Area Teams that choose to inTMLporate, they shall have Bylaws and Policies (approved by the National Board) that are consistent with TLUSA’s mission, vision and policies. TLUSA Bylaws may be amended periodically, requiring Areas to make changes as well. Area Teams shall be unique and distinct volunteer entities, and are not authorized to act as legal representatives of Trail Life USA, but exist solely to assist TLUSA Troops and Charter Organizations with respect to the TLUSA program.
3. All members of Area Teams must be registered TLUSA adult members (at least 21 years of age—except Vanguard Life) in good standing, and must be in compliance with all TLUSA policies. Area Team members may not receive compensation for their TLUSA volunteer services.
4. Members of TLUSA, Point Men and/or Area Teams may not engage in fundraising activities on behalf of or in the name of Trail Life USA, except with prior written authorization by Trail Life USA.
5. Because of the legally-required oversight, monitoring, accounting and potential fiduciary responsibilities that would be required of TLUSA Board/staff, Area Teams may not use Trail Life USA’s EIN. Although not recommended, if an Area Team wishes to set up a bank account, it should establish its own EIN as a separate and distinct legal entity from Trail Life USA, and adhere to all state and federal registration, reporting, and filing requirements applicable to the nature of the legal structure of the Area Team.
6. When running an Area event, fees may be collected from Troops to pay for the associated expenses. [As an alternative to creating a separate legal Area entity with a checking account, a local Troop could be asked to “host” such an Area event, and the funds could be run through their Troop bank account. This is simpler and preferable to establishing a legal Area entity.]
7. Any monies raised are to be utilized solely for the purposes of assisting Charter Organizations, Trail Life USA Troops, members and prospective members, Troops and Charter Organizations in starting and supporting new Trail Life USA Troops and conducting activities for them consistent with Trail Life USA values, standards and policies. This may include the reimbursement of volunteer out-of-pocket expenses to conduct such activities.

8. Area Teams shall not compete with Charter Organizations or Troops in fundraising for the Trail Life USA activities or operations of those Troops or Charter Organizations.
9. Area volunteers are covered by TLUSA insurance; however, Area Teams that are established as legal entities are not “covered insureds” under TLUSA insurance.

CONNECT with your fellow Point Men: Become part of the Point Man Facebook private group by sending an email requesting such to CCulbertson@TrailLifeUSA.com.

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AREA COMMITTEE OPERATIONS: LEADING EFFECTIVELY AS THE AREA CHAIRMAN

often as routine operations become the norm. In your start-up phase, meet every two weeks. Once you get early policies and initial assignment issues ironed out, shift permanently to meeting monthly. This shift will hinge on the competence, independence, and reliability of your Committee chairmen. [In today's digital world, much can be accomplished electronically instead of face-to-face. But for these monthly meetings, having everyone together in one room is best. There is no substitute for group interaction.]

3. **Order of Business:** Here are common components:

- a. **Opening** (Chairman) – call to order, prayer, and a devotional thought...skip the “small talk”; move on quickly to the business items.
- b. **Approval of Prior Minutes** (All) – these should be sent out ahead of time for all to review.
- c. **Area Service Team Chairman Report** – He and his team of *Direct Service Advisors* guide Troops as needed; they are Coaches/Mentors/Counselors from the Area Team—and can connect the adult leaders to Area volunteers who have “been there and done that” regarding their specific roles. Direct Service Advisors keep Troops informed about national and regional news releases, and carefully communicate changes in policy to the unit. They stand ready to help Troops establish and carry out a dynamic program.
- d. **Breakout Discussions by Committee** – The main part of the meeting—time to discuss what’s been done, what needs to be done—and to solidify commitments of who will complete the action, and by when. *This part should take 30 minutes.*
- e. **Reports of Committees** (all Chairmen) – Each Chair covers a specific responsibility, working with his own team of specialists needed to assist with his tasks. All members of his team should attend, but *only one person*—the Chairman—should briefly report for his whole team.
 - o **Membership** development/recruiting – This group is on fire for growing TLUSA, driving new Troop opportunities in the Area; filled with “idea people” who are always looking for new ways to get the “Come Join!” message out and connect with new families—plus “retention-minded” folks who make sure everyone does all they can programmatically to *keep* the Trailmen who join Troops.
 - o **Development** (Fundraising) – What are the needs? What are the options to raise money? How can we help local Troops? This team is not made up of “bean-counters” (although they will make sure the Treasurer knows their plans). They are people of vision who listen to needs and establish ways to fund them! They also stay up to date on Trail Life USA fundraising policies.
 - o **Leadership** – This team trains and supports Troop Committee Chairs, and provides guidance to other Troop Committee members as needed. They concentrate on the “business side” of Troops, while the Area Training team (see below) addresses the program.
 - o **PR/Marketing** (Communications) – Public awareness of TLUSA is in its infancy. This team will promote TLUSA through newspapers, radio, and social media. Coordinate information distribution with every ministry within local churches (Upward sports, AWANA, Sunday School classes, gift bags to visitors, etc.). Churches can also keep your social media and website presence alive, display TLUSA signage on their property, and spread the word in the community at large. Empower churches! Work closely with the Membership Committee. Oh yes, you will want to establish regular *internal* communication to Troops, too!
 - o **Community service** – Create partnership projects with neighborhood associations, local/state/national parks, nursing homes, food pantries; handle trash clean up at Area events – there are so many ways for Trailmen to become highly visible while doing good!
 - o **Program Support** – This Chairman oversees the following four subcommittees. There is always a lot going on here, and a lot to report! He may give a summary of all reports, or choose to allow each subcommittee chair to report on their own progress:
 - o **Camping** – We KNOW the main reason boys join programs like TLUSA: they want the outdoor adventure. This team focuses on identifying places to camp, people who own property, firewood to burn,

transportation to get people and stuff to camp, and all the local area options for this type of activity. The TLUSA website will soon display a massive list of Christian Camps for registered members—many alliances are already being identified for TLUSA. Since you are the outdoor experts, plan an Area Camporee each spring and fall, assist Troops in planning high adventure treks, and teach an outdoor skills session at the next Training!

- Training (for Troop program leaders) – Every leader needs to understand his specific role. Leaders need a quick start primer in addition to the Biblical mentoring model—the nuts and bolts of how we conduct ourselves and how we accomplish the goals of the TLUSA program. Early training sessions are completed online, but some sessions need a personal touch! This team will also keep reTMLDs of who is trained for what position—so you know who needs it. They must also *promote* the training sessions—even calling leaders individually to get them there. Initial training resources will be available through www.TrailLifeUSA.com.
 - Advancement – This subcommittee keeps track of Area-wide Troop advancements and awards, so they know when Troops need help—and are ready to provide it. Become familiar with the many levels and recognitions offered within TroopTrack. Appoint Freedom Award Review Board members for Troops, and oversee the process for handling this highest level of advancement consistently.
 - Activities planning (non-camping events for multiple Troops) – Organize special meetings and gatherings. What’s going on in your community...festivals, parades, Veterans Day or Memorial Day remembrances? National Day of Prayer? See You At The Pole? Get connected to what’s already happening and get Trail Life involved in it! Be a resource, and remember it’s your job to supplement, not provide, a Troop’s annual program.
 - Nominating (to identify new Committee leaders) – This Committee, whether appointed annually for a few weeks or on-going in its role, recommends potential volunteers to the Area Team for discussion and approval. This keeps the Area Chairman from being the only one bringing new people aboard!
 - MEL (“Ministry Expansion Lead”—liaison to AHG) – Don’t forget our “sister” organization, American Heritage Girls. They may be actively working in your Area. Find out what they are doing, where they can use help (or teach us something), what churches they are already in, or targeting next...and then work together! She should walk around the room, connecting with various Committees as needed
- f. **Financial Report** (Finance Chairman/Treasurer) – reports should also be sent out ahead of time for review.
 - g. **Additional Reports** – Ad Hoc Committees (special purpose/short term committees), as needed.
 - h. **Old business**: Carried-over business items from last month’s meeting.
 - i. **New Business/Calendaring Issues**: Review the upcoming 3-month’s calendar; conduct regular updates once an 18 month plan is in place. These are typically new ideas that people are putting forth for consideration, calendar adjustments, and newly discovered date conflicts.
 - j. **Chairman’s Remarks/Inspirational Thought** from the Area Chairman – Some roles cannot be delegated. Vision and inspiration are your responsibility! Your meetings will be characterized by others based on the efficiency and positive tone of the meeting, and on the proportion of time you spend discussing the philosophy of mentoring youth vs. the time spent counting dimes. Consider telling a story of life impact (past experience working with youth, or identifying heroism or talking about the importance of integrity). Leave the group wanting to come back for more!
 - k. **Closing/prayer** (Chaplain)
4. Orchestrating the meeting: Remind members that there should be NO surprises in the meetings. If there is an issue to come before the assembly, the Area Chairman must know about it in advance. This helps avoid potentially volatile or

time-consuming “rabbit trails”. If an unforeseen motion comes up in a meeting, it’s best to “table” it, assigning a Committee to review it and report their recommendation at the next meeting.

5. Delegate: Although Area Chairmen hold the official “Secretary” role, feel free to appoint someone else to take the Minutes, freeing you up to lead and facilitate discussion.

... One more thought about time allocation: stay on time—cut it off any discussion if the meeting is running too long. Meetings that drag on are discouraging and may cause members to avoid attending in the future.

Have a strategy for training and encouraging your team as part of the routine meeting. Give them the tools to really do their job well. As an example, your devotional time at the beginning might focus on a brief reading of a portion of the new handbook...and you might end your meetings with a reflection on that topic from a related Scripture. Building Biblical truths into your ongoing structure gives a higher purpose to routine business. It tells your team members the REAL reason you are all spending time together.

We recognize that being a Point Man, and taking all of this information in, is a tall order. But it’s like successfully eating an elephant...just take one bite at a time. This is a long, difficult, potentially frustrating process. But it’s so important. Blessings!